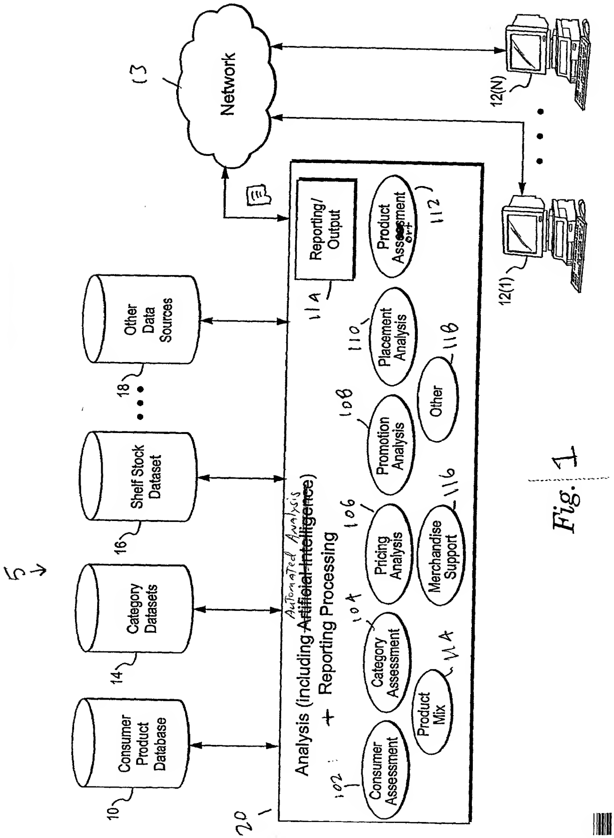

5
13
Network
12(N)
12(1)
Consumer Product Database
10
Category Datasets
14
Shelf Stock Dataset
16
Other Data Sources
18
20
Analysis (including ~~Artificial Intelligence~~ Automated Analysis)
+ Reporting Processing
Reporting/ Output
11A
111
Consumer Assessment
102
Category Assessment
104
Pricing Analysis
106
Promotion Analysis
108
Placement Analysis
110
Product Assessment
112
Product Mix
114
Merchandise Support
116
Other
118

Fig. 1

Category Scorecard

Category: Ready-To-Eat Cereal

Acct: 222

Mkt: Cincinnati Comp Mkt

Measures	Original Figures (1[illegible] MONTHS ENDING 08/26/00)	Current Figures	Target Objectives	% Change
ACNielsen - Dollar Sales	$37,414,871		$40,033,912	7.0
ACNielsen - Unit Sales	13,237,921		14,561,713	10.0
ACNielsen - Equivalent Units (Lbs)	13,247,887		14,837,633	10.0
$ Opportunity Gap	$418,425		376,583	-10.0
POG - Gross Margin %				
POG - DOS				

Observations

Implications

FIG. 2

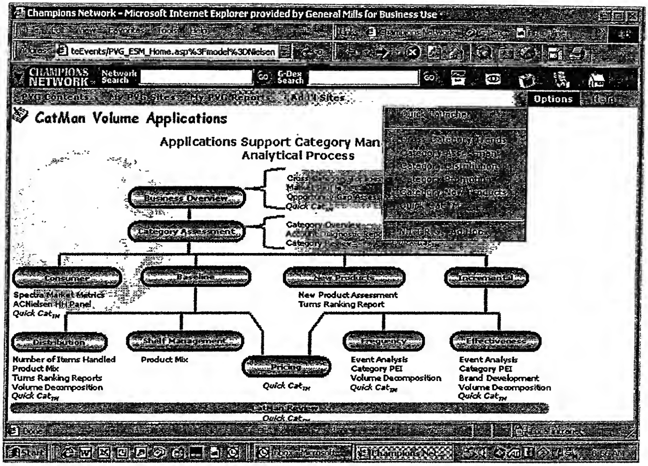

Champions Network - Microsoft Internet Explorer provided by General Mills for Business Use
teEvents/PVG_ESM_Home.asp%3Fmodel%3DNielsen
CHAMPIONS NETWORK
Network Search
G-Dex Search
Options
CatMan Volume Applications
Applications Support Category Man
Analytical Process
Business Overview
Category Assessment
Category Overview
Consumer
Baseline
New Products
Incremental
Spectra Market Metrics
ACNielsen HH Panel
Quick Cat™
New Product Assessment
Turns Ranking Report
Distribution
Shelf Management
Pricing
Frequency
Effectiveness
Number of Items Handled
Product Mix
Turns Ranking Reports
Volume Decomposition
Quick Cat™
Product Mix
Quick Cat™
Event Analysis
Category PEI
Volume Decomposition
Quick Cat™
Event Analysis
Category PEI
Brand Development
Volume Decomposition
Quick Cat™
Quick Cat™

FIG. 3

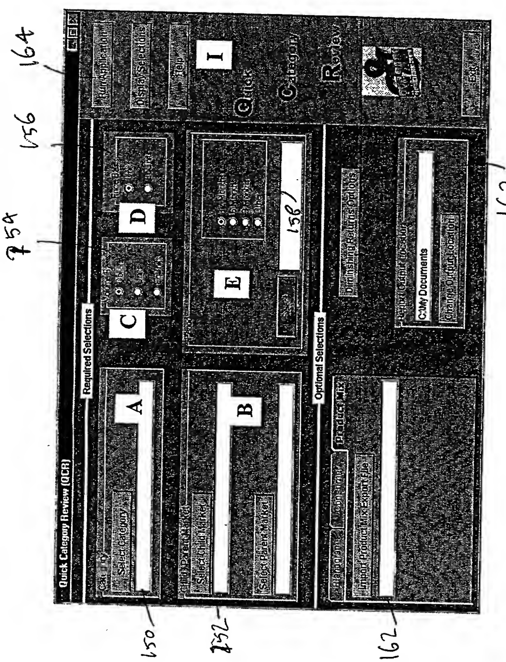


FIG. 4
Example Input Screen

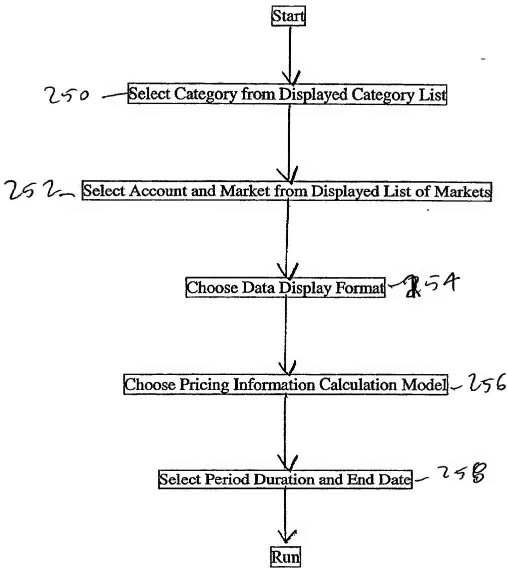

Start
250
Select Category from Displayed Category List
252
Select Account and Market from Displayed List of Markets
Choose Data Display Format
254
Choose Pricing Information Calculation Model
256
Select Period Duration and End Date
258
Run

FIG. 5

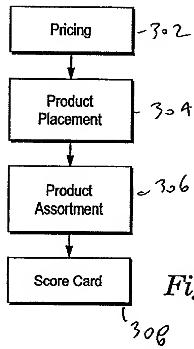

Pricing
302
Product Placement
304
Product Assortment
306
Score Card
308

Fig. 6

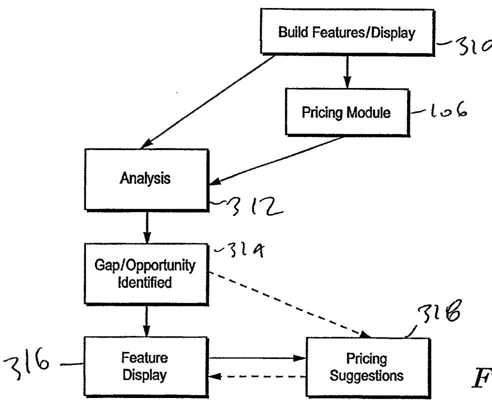

Build Features/Display
310
Pricing Module
106
Analysis
312
Gap/Opportunity Identified
314
318
316
Feature Display
Pricing Suggestions

Fig. 7

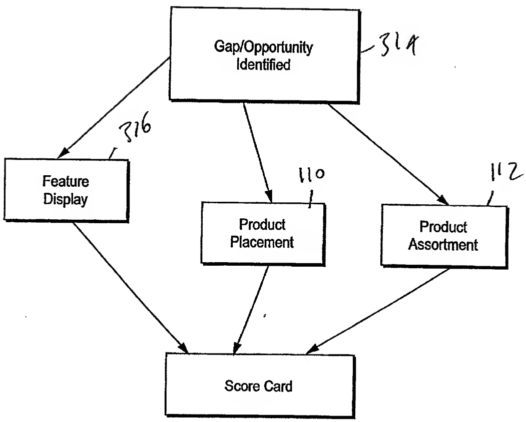

Gap/Opportunity Identified
314
316
Feature Display
110
Product Placement
112
Product Assortment
Score Card

Fig. 8

FIG. 9A

Category: Ready-To-Eat Cereal

Consumer Assessment

Acct: 222
Mkt: Cincinnati Comp Mkt

How well do my shoppers align with:
- My Competition
- Total US Cereal Category

How do they Purchase the Subcategories:
- All Family, Adult, Child

Total US Demographic Comparison

Retail Targets	[redacted] Index	RTE Cereal Index	Adult Index	All Family Index	Child Index
01 Affluent Elite 18-54 W/Kids	128	166	104	138	199
02 Affluent Elite 18-54 No Kids	108	70	96	79	55
03 Affluent Elite 55+	129	81	146	104	46
Affluent Elite	122	108	115	108	103
04 Mid/Downscale Subs 18-54 W/Kids	164	145	82	124	200
05 Mid/Downscale Subs 18-54 No Kids	144	63	79	68	56
06 Mid/Downscale Subs 55+	154	75	133	90	43
Mid/Downscale Subs	153	90	99	92	91
07 Inner City 18-54 W/Kids	67	142	78	118	190
08 Inner City 18-54 No Kids	76	64	72	60	50
09 Inner City 55+	75	71	116	86	44
Inner City	72	92	89	88	95
10 Small Town Living 18-54 W/Kids	111	162	106	148	216
11 Small Town Living 18-54 No Kids	104	73	85	82	61
12 Small Town Living 55+	107	83	129	100	54
Small Town Living	108	109	107	112	115
13 Rural America Age 18-54 W/Kids	52	141	71	118	174
14 Rural America Age 18-54 No Kids	51	71	70	72	58
15 Rural America Age 55+	45	79	124	102	42
Rural America	49	100	92	101	94

Observations
- 222 i indexes high with Affluent Elite and Mid/Downscale Subs Households with Kids.
- Ready-To-Eat Cereal indexes high with Affluent Elite and Mid/Downscale Subs Households with Kids.

Implications
- Target Inner City shoppers to grow incremental sales.
- Capitalize on the strength of Mid/Downscale Subs and Affluent Elite shoppers.

Total US Subcategory Purchase Dynamics

	% Household Penetration	Purchase Cycle	$ Per Occasion	$ Per Buyer	Units Per Occasion	Units Per Buyer
RTE Cereal	94.1	19.3	\$4.63	\$69.24	1.93	28.9
Adult	72.2	31.8	\$3.54	\$22.52	1.53	9.7
All Family	82.4	31.6	\$4.47	\$25.58	1.57	11.6
Child	78.9	26.5	\$3.78	\$35.82	1.68	15.9

FIG. 9B

Category: Ready-To-Eat Cereal

Category Assessment

Acct: 222
Mkt: Cincinnati Comp Mkt

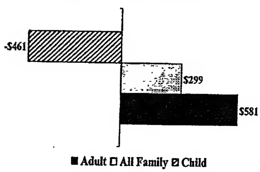
Ready-To-Eat Cereal Opportunity Gap Analysis

- Account's Dry Share = 44.2%
- Category Dollar Market Share = 44.7%
- Total Category Surplus/(Gap): $418,425
  - Total Baseline Surplus/(Gap): $945,146
  - Total Incremental Surplus/(Gap): ($526,720)

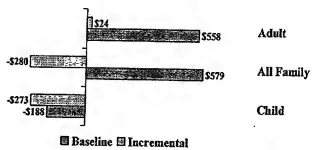
Account Opportunity Gap*

Isolate the Gap to identify opportunities in Baseline Business or Incremental Business.

Total Category Opportunity Gap (000's)



Total Category Baseline / Incremental Opportunity Gap (000's)



	Account's Share of Market			Dollar Opportunity Gap (000's)***		
	Dollar	Dollar		Total	Baseline	Incremental
Ready-To-Eat Cereal	44.7	44.7		$418	$945	($527)
Adult	47.0	47.0		$581	$558	$24
All Family	45.4	45.4		$299	$579	($280)
Child	42.9	42.9		($461)	($188)	($273)

Source: ACNielsen Scantrack -12 MONTHS ENDING 08/26/00. Copyright 2000 ACNielsen Information.
*** = Opportunity Gap Values are Determined Using Account's Dry Share of Market.

Observations
- The account is overdeveloped with its largest gap in Child and its largest surplus in Adult.
- The Child segment has the greatest baseline volume opportunity.
- The All Family segment has the greatest incremental volume opportunity.

Implications
- The baseline gap may be the result of Distribution, Shelf Management and/or Pricing activity.
- The incremental gap may be a result of Promotional Frequency, Effectiveness, and/or Pricing activity.

* Opportunity Gaps Reported for Major Sub-Categories Only.

FIG. 9C

Pricing Analysis

Category: Ready-To-Eat Cereal

Acct: 222

Mkt: Cincinnati Comp Mkt

Account Pricing vs Remaining Marketplace

Price Basis: EQUnit

	Non Merch			TPR			Feature			Display			Feature & Display		
	Account	Market	Index	Account	Market	Index	Account	Market	Index	Account	Market	Index	Account	Market	Index
RTE Cereal	3.38	3.31	102	2.35	2.35	100	2.24	2.16	104	2.41	2.27	106	2.02	1.96	103
Adult	3.38	3.38	100	2.42	2.43	99	2.42	2.37	102	2.43	2.28	107	2.08	1.97	105
GMI	4.02	3.94	102	2.93	2.94	100	3.02	2.78	108	2.91	2.75	106	2.38	2.30	103
Kellogg's	4.08	4.00	102	3.28	3.02	109	3.12	2.83	110	2.84	2.50	114	2.51	2.27	110
Post/Nabisco	2.92	2.93	100	2.37	2.32	102	1.91	1.99	96	2.27	1.97	115	1.76	1.77	100
Quaker Box	3.23	3.38	96	2.42	2.40	101	2.16	2.24	97	2.17	2.12	102	2.48	2.15	115
Quaker Bags	0.00	0.00	-	0.00	0.00	-	0.00	0.00	-	0.00	0.00	-	0.00	0.00	-
Malt-O-Meal	0.00	0.00	-	0.00	0.00	-	0.00	0.00	-	0.00	0.00	-	0.00	0.00	-
PL/GEN	2.07	2.10	99	1.81	1.80	101	1.63	1.59	102	1.66	1.69	98	1.63	1.44	114
All Family	3.32	3.26	102	2.38	2.37	100	2.25	2.13	106	2.46	2.30	107	2.04	1.95	105
GMI	4.01	3.96	101	2.95	2.88	102	2.62	2.49	105	2.80	2.68	104	2.29	2.18	105
Kellogg's	3.18	3.11	102	2.43	2.22	109	2.36	2.01	117	2.43	2.14	114	1.85	1.75	105
Post/Nabisco	2.76	2.70	102	2.29	2.25	102	1.82	1.91	95	2.33	1.96	119	1.80	1.67	108
Quaker Box	3.53	5.16	68	2.10	2.18	96	2.12	2.12	100	1.94	1.94	100	1.80	1.80	100
Quaker Bags	0.00	2.45	0	0.00	1.99	0	0.00	1.38	0	0.00	1.92	0	0.00	1.49	0
Malt-O-Meal	0.00	2.38	0	0.00	2.09	0	0.00	1.35	0	0.00	2.09	0	0.00	1.52	0
PL/GEN	2.03	2.02	101	1.92	1.89	102	1.63	1.53	106	1.56	1.56	100	1.56	1.48	105
Child	3.37	3.25	104	2.28	2.28	100	2.15	2.09	103	2.38	2.24	106	2.00	1.97	102
GMI	4.31	4.25	102	2.98	2.91	102	2.69	2.63	103	2.68	2.63	102	2.35	2.33	101
Kellogg's	3.20	3.14	102	2.38	2.25	106	2.22	2.05	108	2.56	2.20	116	1.93	1.84	105
Post/Nabisco	3.28	3.25	101	2.62	2.53	104	2.07	2.07	100	2.40	2.30	104	2.12	2.16	98
Quaker Box	3.23	3.18	101	2.31	2.31	100	2.02	1.95	103	2.46	2.46	100	1.98	1.92	104
Quaker Bags	0.00	2.11	0	0.00	1.71	0	0.00	1.37	0	0.00	1.56	0	0.00	1.28	0
Malt-O-Meal	0.00	2.16	0	0.00	1.83	0	0.00	1.37	0	0.00	1.79	0	0.00	1.80	0
PL/GEN	2.23	2.23	100	1.96	1.93	101	1.68	1.59	105	1.75	1.65	106	1.61	1.59	102

Observations

- On average, the account's Non Merch prices are higher than the market.
- Within Non Merch, the Child segment has the highest average price difference from the market.
- On average, the account's Feature & Display prices are higher than the market.
- Within Feature & Display, the Adult segment has the highest average price difference from the market.
- On average, the account's Display prices are higher than the market.
- Within Display, the All Family segment has the highest average price difference from the market.

Implications

- Identify whether having comparable pricing with the market is in alignment with accounts go to market strategy
- If % Lift on Feature & Display does not exceed market lifts, then adjust pricing accordingly.

FIG 90

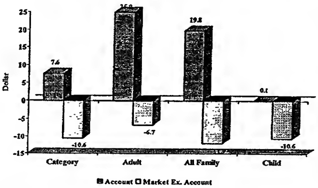
Category: Ready-To-Eat Cereal

Promotion Analysis

Acct: 222
Mkt: Cincinnati Comp Mkt

Account Incremental Volume Trends vs Market

Incremental Vol % Change



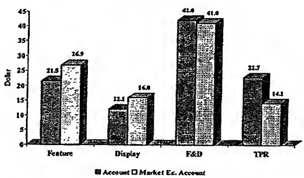
Source: ACNielsen Scantrack - 12 MONTHS ENDING 08/26/00. Copyright 2000 ACNielsen Information.

Observations
•There is strong growth in incremental volume relative to the competition, driven by Adult.

Implications
•Due to increase in incremental volume at 222, a balance of merchandising should occur to deter baseline erosion.

Account Promotion Effectiveness Comparison

Share of Incremental Volume

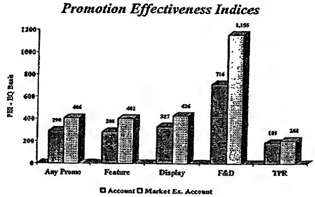


Source: ACNielsen Scantrack - 12 MONTHS ENDING 08/26/00. Copyright 2000 ACNielsen Information.

Observations
• 222 generates more volume than the market on Feature & Display.
•Dependence on TPR Exceeds the market.

Implications
•Continue to focus on Feature with Supporting Display as the most efficient driver of volume.
•Shift ineffective merchandising dollars from TPR to Quality Merchandising.

Promotion Effectiveness Indices



Source: ACNielsen Scantrack - 12 MONTHS ENDING 08/26/00. Copyright 2000 ACNielsen Information.

Observations
•Feature and Display effectiveness at 222 underperforms compared to the market.

Implications
•Execute Display in support of Feature to drive the highest volume.

1416.9E

Category: Ready-To-Eat Cereal

Placement Analysis

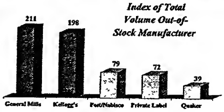
Acct: 222
Mkt: Cincinnati Comp Mkt

Section size is critical to Category Sales

•Section size is directly linked to Total Store ACV, not center store sales.
•To maximize sales in the RTE category, share of shelf should be proportional to dollar share of category.
•Center set is the preferred set.
•There is a big overlap between branded, bagged and private label cereals.

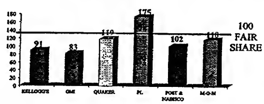
Total US Best Practice Principles

Index of Total Volume Out-of-Stock Manufacturer



Source: GMI Control Store Test

Share of Shelf

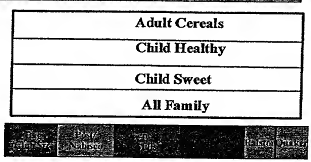


Source: ACNielsen Store Conditions Audit

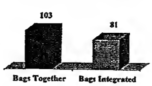
- Majority of out-of-stock are coming from faster turning GM and Kellogg's products.
- GM and Kellogg's are under spaced on the shelf

Total US Configuration & Placement

- Purchase behavior suggests shelving horizontally by cereal segment:adult,child and all family.
- Adding a fourth shelf creates "space" to add new variety.
- Impulse purchases are increased with child cereals at kid's eye level.



Private Label Lb. Volume Indexed to Total Category



Source: ACNielsen Store Audit
Store Control Test

- Private label sales are dramatically higher when bags are not integrated into the section due to high interaction.
- Bag cereal "share of space" is much greater than its "share of volume".

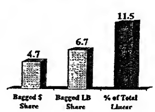


FIG. 9E

Category: Ready-To-Eat Cereal

Product Assortment

Acct: ZZZ
Mkt: Cincinnati Comp Mkt

Account Average Number Of Items Handled *

	Account				Market				
	Avg # Items	% of Dollar Sales	% of Total Items	Avg # Items +/- LY	Avg # Items	% of Dollar Sales	% of Total Items	Avg # Items +/- LY	SKU Index
RTE Cereal	226	100	100	20	215	100	100	7	105
Adult	54	24	24	(6)	54	24	25	(3)	100
All Family	56	30	25	7	49	29	23	3	113
Child	91	[illegible]	40	14	91	45	42	7	100
GMI	53	35	23	2	51	35	24	2	103
Kellogg's	61	31	27	6	57	31	27	1	107
Post/Nabisco	30	16	14	(2)	33	17	15	(1)	92
Quaker Box	17	5	8	(0)	16	5	8	0	103
Quaker Bags	0	0	0	0	7	1	3	0	0
Malt-O-Meal	0	0	0	0	2	0	1	(1)	0
Ralston Other	0	0	0	0	0	0	0	0	0
PL/GEN	43	12	19	7	31	9	14	2	141
All Other	21	1	9	8	18	1	8	4	120

Source: ACNielsen Scantrack - MONTH ENDING 08/26/00. Copyright 2000 ACNielsen Information.

Observations

•ZZZ carries more items than the Market average for RTE Cereal.
•ZZZ carries more items than the Market average for All Family.
•The Share of Sales for All Family and Child is greater than their Share of Items.

Implications

•Does current product mix align with accounts shelf strategies? Evaluate Plan-O-Gram and Product Mix to identify optimal SKU's.
•All Family and Child items are more productive.

* Average # Items Calculated using %ACV - represents 100% of SKUs